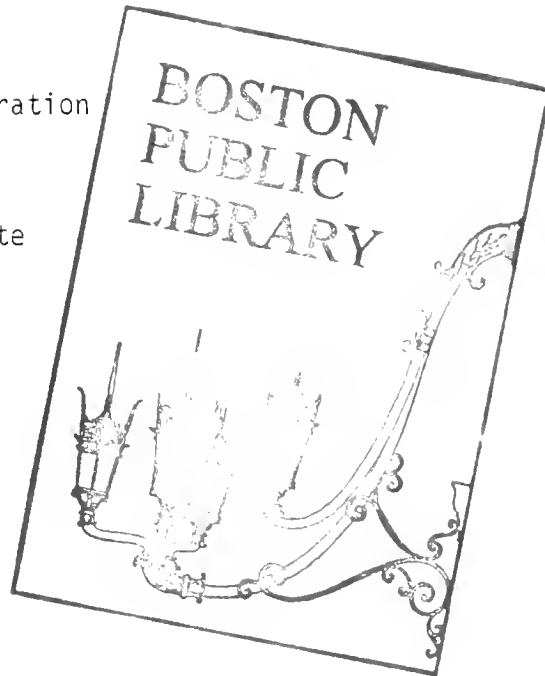


BRA

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"The BRA Private Participation Project:
Joint Management of the Downtown Crossing"
A Synopsis for Later Inclusion
in an
Application of the
Boston Redevelopment Authority
to the
Urban Mass Transportation Administration
for a
Planning Grant Under the Private
Participation Program



PROPERTY OF
BOSTON REDEVELOPMENT AUTHORITY

Submitted by
Boston Redevelopment Authority
in Cooperation with the
Downtown Crossing Association

June 4, 1982

Boston Redevelopment Authority

Robert J. Ryan, Director

June 4, 1982

Mr. Richard Doyle
Regional Administration
Urban Mass Transportation

Dear Mr. Doyle:

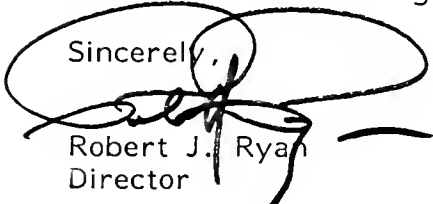
It is my pleasure to submit to you today a synopsis of a proposed Application for a Planning Grant to the Urban Mass Transportation Administration to be entitled: "The BRA Private Participation Project: Joint Management of the Downtown Crossing."

As noted in the text of the enclosed synopsis, the City of Boston has undertaken the burden and responsibility of managing the Downtown Crossing Project, which includes a bus-only transitway, a series of exclusive lanes (both with-flow and contra-flow) and a pedestrianized area over the Washington Station of the Red and Orange Lines. In this role, the City must bear considerable expenses which would not otherwise have occurred. The City provides police supervision of the bus lanes, and at critical access points of auto restriction. In addition, the maintenance responsibilities along the pedestrianized areas have increased because of the project.

To what extent can private enterprise participate in the cost of project management? Are there some functions -- like promotion and activity programming -- that they should take over entirely? Are there some functions -- like litter control -- that should be shared? Are there mechanisms for the public to "capture" some of the value created by the transit service and the public improvements? These are the questions we will explore in the BRA Private Participation Project.

We greatly appreciate the support of UMTA in the Downtown Crossing Project, as well as your support of the Essex Station Joint Development Study, and the South Station Urban Initiatives Project. Your agency has continued to show leadership in the development of innovative ways to provide and support mass transportation services. We look forward to working together with you on the issue of increasing private sector participation in the management of the Downtown Crossing Project.

Sincerely,


Robert J. Ryan
Director

"The BRA Private Participation Project:
Joint Management of the Downtown Crossing"
A Synopsis for Later Inclusion
in an
Application of the
Boston Redevelopment Authority
to the
Urban Mass Transportation Administration
for a
Planning Grant Under the Private
Participation Program

Submitted by
Boston Redevelopment Authority
in Cooperation with the
Downtown Crossing Association

June 4, 1982



CITY OF BOSTON
OFFICE OF THE MAYOR
CITY HALL BOSTON

KEVIN H. WHITE
MAYOR

Mr. Richard Doyle
Regional Administrator
Urban Mass Transportation Administration
Transportation Systems Center
Kendall Square
Cambridge, MA

ATTN: Mr. Don Bell

Dear Mr. Doyle:

I am writing to state my enthusiastic support for the proposed Planning grant to the Boston Redevelopment Authority under the Private Participation Program of the Urban Mass Transportation Administration. Since the inception of Proposition 2½ in Massachusetts we have suffered a severe decline in City revenues to support the the provision of city services. Over the past two years, we have been seeking out solutions involving community groups and private organizations. We have established innovative ways to operate our parks, and other public facilities involving community groups in the maintenance of their own neighborhoods.

The proposed UMTA Private Participation Grant would come at a critical point in the development of the Downtown Crossing Project. Over the past three months I have been meeting with the leaders of the retailing community: I have challenged them to develop innovative ways to participate in the management and promotion of the area. Together we are working to redefine the public and private roles in making the project successful.

I thank you for your consideration of this Planning Grant Application, and for the continued role played by UMTA in the development of Boston as a great, transit oriented city.

Sincerely,

A handwritten signature in black ink, reading "Kevin H. White".

Kevin H. White
Mayor

CC: Robert J. Ryan

Greater Boston
Chamber of Commerce
125 High Street
Boston, MA 02110
Tel: 426-1250

Kenneth R. Rossano
Chairman

June 4, 1982

Mr. Richard Doyle, Regional Administrator
Urban Mass Transportation Administration
Transportation Systems Center
Kendall Square
Cambridge, MA 02142

Dear Mr. Doyle:

The Greater Boston Chamber of Commerce enthusiastically supports the Grant Application entitled "The BRA Private Participation Project: Joint Management of the Downtown Crossing". As you know, the Chamber is vitally concerned with the region's transportation policies. We are concerned not only with how facilities are built, but also how they are managed and maintained. The application is being submitted as the Chamber initiates a city-wide program to increase the role of the private sector in the physical improvement of Boston's streets and public facilities.

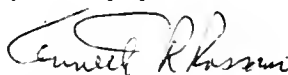
Our new program is entitled "People Power", and has been designed to demonstrate the resources available to aid the City and other public agencies in their attempts to keep Boston clean and attractive.

One area where the private sector has already reached out to help in the provision of public services is the Downtown Crossing Project, where the Downtown Crossing Association has undertaken a variety of efforts ranging from basic public education to the actual collection of litter. Our People Power Program is building on this experience as we seek to establish the optimal role for the private sector in supporting the maintenance activities of the City.

From our point of view, it is clear that private enterprise wants to participate in a more effective way in the maintenance and programming of public areas. From the new corporate sponsorship of a small park at Post Office Square, to the membership's strong support of the city wide People Power Project, it is clear to us that the commitment is there. The BRA's proposal "Private Participation Project" will help us to work together to translate that commitment into action.

We appreciate your support, and we look forward to working with the BRA in this timely and important effort.

Very truly yours



Kenneth R. Rossano

Bethany B. Kendall
Executive Vice President
and Chief Operating Officer

Downtown Crossing Association
38 Chauncy Street
Boston, Massachusetts 02111
(617) 482-2139



June 3, 1982

Mr. Richard Doyle
Regional Administrator
Urban Mass Transportation Administration
55 Broadway
Cambridge, Massachusetts 02142

Attn.: Mr. Don Bell

Dear Mr. Doyle:

The Downtown Crossing Association is comprised of businesspersons, residents and people interested in the future of the heart of the Downtown area. We strongly support the application of the Boston Redevelopment Authority for a Planning Grant under the provisions of the Private Participation Program of the Urban Mass Transportation Administration.

The members of the Association are deeply committed to improving the quality of the maintenance, management and promotion of the Downtown Crossing area. Towards this end we have formed a Maintenance Committee to coordinate the efforts of our members to improve the cleanliness of the area. We formed an Emergency Maintenance Fund and provided trash collection efforts to supplement those of the City.

We are now preparing to embark on a major program to manage the use of streets and sidewalks in the project area by carefully controlled vending activities, including an outdoor cafe on Summer Street. Revenues generated by this effort will be earmarked for a special fund to aid in the private sector management and promotion of the area. The BRA's "Private Participation Project: The Joint Management of the Downtown Crossing" will help the Association plan, develop, implement, monitor and evaluate a significantly increased role for the private sector in the management of the project area.

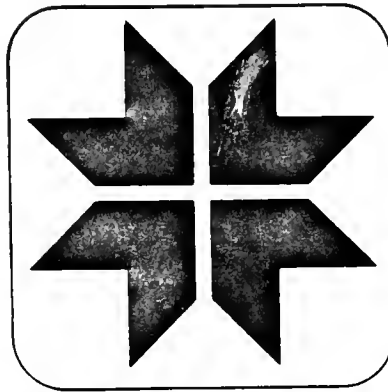
We appreciate UMTA's continuing interest in this national demonstration project. It has been our pleasure to provide support for UMTA's Host Program over the past three years, and we look forward to a continuing relationship with your agency.

Sincerely yours,

Dawn-Marie Driscoll
Dawn-Marie Driscoll
Chairman of the Board

DMD:eb

PROGRAM SYNOPSIS



**DOWNTOWN
CROSSING**

Background

For the last decade UMTA has been encouraging local areas to adopt low-capital, near term improvements to improve the efficiency and effectiveness of transit operations. One of the most cost-effective of these solutions is the creation of transitways and pedestrian malls. In Boston, the Downtown Crossing project initiated a series of significant improvements: regional and local buses which used to be caught in severe local traffic were given a series of priority flow mechanisms: with flow lanes, contra-flow lanes, and bus-only transitways (shared with taxis). In addition, the total system of traffic management has created a series of roadways which are reserved for servicing on certain hours, and reserved for pedestrians during other hours. This pedestrianized area is located above, and coordinated with, the access points of the Washington rapid transit station.

The Boston Redevelopment Authority, with the City of Boston, is the lead agency in the management of the Downtown Crossing Project. The Boston Redevelopment Authority is now taking the lead in increasing the role of the private sector in the management of the Downtown Crossing Project, built with local, state and federal transportation funds. The Boston Redevelopment Authority plans to establish a program entitled "The BRA Private Participation Project: the Joint Management of the Downtown Crossing". The Project will be undertaken in concert with the local business organization, the Downtown Crossing Association, and work in cooperation with the efforts of the Greater Boston Chamber of Commerce's "People Power" program. Both the Association and the Chamber have recently taken leadership roles in exploring mechanisms to increase the meaningful participation of the private sector in the management of public areas and facilities.

The Role of the City as the Manager of the Downtown Crossing Project

The City of Boston, acting through the BRA and its several line agencies bears the responsibility of managing the Downtown Crossing Project. In this role the City provides extra police to manage the contra-flow bus system, to monitor the critical control points of the project, and to provide extra on-street coverage of the pedestrian area. In addition, it has been the national experience that significantly improved landscaped areas along the transitway and pedestrian zone require higher levels of general maintenance and litter control than other streets. These extraordinary costs must be borne to guarantee the marketability of the area.



The City of Boston is responsible for the management of the Downtown Crossing Project. Our 14,000 bus riders per day use the Project's special bus Lanes. Costs of the police detail are currently borne by the City.



Lack of proper facilities management can have severe negative impacts. Difficulties with the management of bus flow last year was partially responsible for the MBTA's decision to remove buses from the project area. Last month, negotiations between the City and MBTA resulted in a decision to resume the bus service -- and an increased role for the City in the management of the bus lanes, including costs borne in both the Traffic and Parking Department and the Police Department.

Other Ways to Share Management Responsibility

The Downtown Crossing area is a vibrant, successful, profit-making area. The BRA is now exploring mechanisms to significantly improve the quality of management of the area -- to make possible better competition with modern retail centers which are totally privately managed and promoted.

The BRA has already taken precedent setting steps in this area. At the Faneuil Hall Marketplace Project, the public ways are actually owned by the BRA, and managed by the private sector (The Rouse Company). Replication of this solution (a long-term lease) is not proposed for the Downtown Crossing Project. Other mechanisms for sharing management responsibilities will be established.

The Private Sector Role to Date

The Downtown Crossing Project has resulted in a major improvement in the physical environment in which to do business. But a significant fact is revealed: a higher level in the quality of management is now required for the area.

The original designers of the project understood the importance of maintenance to the success of the project. But, by 1980 a significant change occurred: on both a state and national level, an increasingly conservative stance was being taken by the public on fiscal issues. Less reliance on public expenditure was demanded. Budgets were cut: city maintenance workers were layed-off. The quality of the newly created landscaped space deteriorated.

Working together, a temporary solution was found.

Working with Boston Redevelopment Staff, the local business association - the Downtown Crossing Association - examined what could be done. A maintenance committee was formed to improve communications both with the City and among themselves. Together, the group established a greater role for the private sector; first, to educate merchants on problems that they best could solve themselves; second, to



The Downtown Crossing Project includes a transitway, open only to buses and taxis, except for special hours for track servicing. The City provides police at the access control points, as well as foot patrolmen in the area. The high density of pedestrian activity has improved retail sales in the area.



explore an increased role in the provision of services normally provided by public agencies. Initially the group focussed on educational issues - then in January of 1982, with little or no public fanfare - the business association hired a professional maintenance company to help clean streets of the transitway and pedestrian mall. The private sector was voluntarily beginning to share in the cost of maintaining a facility originally constructed with an UMTA Grant.

Level of Commitment to the Project

The proposed Boston Redevelopment Authority Private Participation Project comes at a critical time in the evolution of public and private roles in the management of publicly improved facilities, such as the Downtown Crossing Project. Increasingly, Boston business leaders have acknowledged the necessity of private financial contribution to public maintenance. In the past year the Boston Redevelopment Authority has created maintenance agreements of Post Office Square Park, Waterfront Park, in addition to previous agreements for the management of Faneuil Hall Marketplace and other areas. In the past month, the Greater Boston Chamber of Commerce has established its "People Power" program to increase the role of private interests in maintaining public spaces.

On March 4, 1982, Mayor Kevin H. White addressed the Annual Meeting of the Downtown Crossing Association, and challenged the local business to take the lead in proposing a program to improve the management of the Downtown Crossing Project. The private response has been strong: the Downtown Crossing private interests have committed themselves to the concept of a joint program of the area.

There is growing recognition that the management of facilities once built is as important - if not more important - than the quality of design of a public improvement. Poor maintenance can only lead to poor system performance, and ultimately to a premature need for re-investment of scarce capital resources. Economic research undertaken by the Boston Redevelopment Authority has clearly established that the economic growth of the project area will only meet its potential if the project is managed, to meet its competition - the privately owned and operated shopping center. To accomplish this, some of the functions now performed at tax-payer expense must be undertaken by the private sector, with its superior sensitivity to issues of marketing and management.

What is needed now are formal institutional mechanisms to make this happen. The local consensus from both public private actors already exists.

Controlled Vending: On-Street Retail for the Improved Areas

Data provided by the US DOT's Transportation Systems Center shows that pedestrian volumes rose significantly in response to the Downtown Crossing improvements. Now, more than ever, the sidewalks of the improved area provide an excellent market for on-street vendors. Areas immediately served by the expanded bus service (such as the loop terminal for the #92 and 93 MBTA buses at Woolworths) gain in value as sites for on-street retailing.

The Boston Redevelopment Authority's Private Participation Project will propose a mechanism to "capture" some of the value added to this land by the transit improvements. The Project will develop legal and institutional mechanisms to allow funds so generated to be channeled to finance the management and promotion of the improved area.

A Special Fund for Management and Promotion

What will joint management mean? The Boston Redevelopment Authority has undertaken a major literature search in the area of private participation in heretofore public costs. One finding is critical: in no case will the private sector accept total abandonment by the City of its role to provide public services. Common to most joint management agreements is the concept of "maintenance of effort". Clearly, the City will remain in the business of providing city services. What is to be determined is the optimal role for private participation in the management of a transitway and pedestrian mall such as the Downtown Crossing. Private dollars should support extraordinary levels of maintenance and security; private interests must have the lead in promotion and management. The Boston Redevelopment Authority's Private Participation Project will examine the most effective mix of roles: in one extreme, private dollars would be used primarily to provide city maintenance services; in another extreme private dollars would manage only promotional activity and have no role in physical maintenance. In reality, the Project will propose a mechanism for private involvement in both on-street services and promotional campaigns.



Profits are made along the pedestrian areas of the public way: can some of these profits be channeled to a "Special Fund" to help maintain and promote the project area? Several project area merchants have stated their interest in establishing such a fund.



Coordinating Area Promotion with Transit Information

A major aspect of the Boston Redevelopment Authority's Private Participation Project will be a commitment by private interests to increase their promotion of the Downtown Crossing area, using newspaper and other media advertising. One major Downtown Crossing retailer has agreed with Boston Redevelopment Authority staff to undertake a localized advertising campaign based on the theme "the Buses are Back" which will include information on bus services to the Crossing Project area, (entirely at his own expense).

The concept has wider application. As the private sector develops its program of public advertising - including posters and fixed graphic aids - information about transit availability can be routinely incorporated into the messages. For example, in 1975 the City of Boston found private sponsors for three-sided permanent information kiosks; one side of which is the MBTA schematic map, with transit information on street maps on the other two sides. In many cases, these signs are cleaned and maintained by the co-operating abuttor, such as the Boston Five Cent Savings Bank and the Suffolk Franklin Savings Bank, shown on the following page. In another example, a sign, which directs pedestrians to the South Station Transportation Center, will be included in a maintenance agreement with Federal Reserve Bank of Boston.

Increasing Private Sector Involvement in Capital Planning

At the center of the Downtown Crossing Project lies the Washington Street transit station. About five years ago, the station was redesigned to create a "shopping concourse" under Summer Street. Today that concourse is empty, and is a blighting factor on the overall image of the area as a successful shopping mecca. The strategies to be applied on the surface (controlled vending operated in conjunction with the local merchants), may be applicable to the re-animation of the Orange Line level concourse of the Washington Street station. The Project would explore the option of better intergating the concourse space with the retail activity of the area. The Downtown Crossing Association would work together with the MBTA on the potential leasing of this area. Any such leasing profits would go to the MBTA, the owner of the under-utilized space.

The Proposed Program

- A. On-Street Management Program. The BRA Private Participation Project will support the planning and initial implementation of a program designed to derive revenue ("to capture value") from the newly improved pedestrian and transitway areas. Controlled vending will be allowed, with some funds earmarked for a Special Fund to support extraordinary levels of maintenance, management and promotion for the project area.
- B. Voluntary Revenue Generation. The Project will support the Downtown Crossing Association's continuing efforts to solicit support from area businesses, emphasizing the reality that some services previously considered totally public must now be shared.
- C. Use of the Special Fund. The Private Participation Project will develop an Action Plan for the use of the Special Fund derived in paragraphs "A" and "B" above. The Action Plan will define the "maintenance of effort" role of the City in the provision of basic services, while outlining the private role in providing extraordinary levels of maintenance, and taking the lead role in management and promotion of the area.
- D. Promotional and Public Information. The Action Plan will include a program of continued public information about the project area, and the activities available therein. An integral part of this program will be the provision of information about transit services. Use of both permanent and replaceable pedestrian information graphics will be explored.
- E. Establishment of Permanent Institutional Mechanisms. To this date, the private sector role has been a spontaneous, ad-hoc effort. It may be necessary to change ordinances or laws to allow for permanent, equitable mechanisms to be created to allow a carefully structured role for permanent private sector participation in the management of the Project.
- F. Liaison with On-going Activities. The BRA's Private Participation Project would relate closely to the "People Power" Project of the Greater Boston Chamber of Commerce which seeks to increase the role of private sector involvement in the management of public spaces. The two efforts would be closely coordinated. Other liaison efforts would be designed to improve the effectiveness of private sector input into capital planning efforts, such as the modernization of Washington Street station.

Conceptual Budget. A total budget of \$80,000 is proposed. Of this, \$64,000 would be request from UMTA, and \$16,000 would be provided by the BRA and the members of the Downtown Crossing Association.

Contract with the Downtown Crossing Association to plan, implement, monitor, re-evaluate and refine a program of public space management, including private sector participation in the cost of promotion, management, extraordinary maintenance and security, including the operation of a pilot program to undertake on-street retail activity generating a "special fund". \$30,000

Contracts for Consultant Support

o Public Management	10,000
o Design	10,000
o Institutional	10,000

BRA Project Management	20,000
	<u>\$80,000</u>

Timing and Staffing. The program would run from October 1, 1982 to September 30, 1983 (UMTA's FY '83). The Private Participation Project would be managed by Matthew A. Coogan, Project Coordinator for the Downtown Crossing Project.

APPENDICES

- A. Boston Herald Newspaper Article, March 5, 1982
- B. Downtown Crossing Newsletter, February 1982 (Excerpt)
- C. Description of Downtown Crossing Association
- D. Project Location Map

White pledges more aid for Downtown Crossing

By BARBARA RABINOVITZ

The Downtown Crossing Association yesterday received assurances from Boston Mayor Kevin H. White that even though the city budget "is being butchered," he will help the downtown businesses cope with the problems plaguing their shopping district.

"I know you've got a lot of gripes," the mayor told the association at its second annual meeting, acknowledging that the six-block retail area needs a cleanup and improved maintenance. In earlier remarks, association chairman Don Marie Driscoll, Filene's vice president and counsel, emphasized the need for more police protection.

White told the gathering of about 100 association members that under Proposition 2½ and the Tregor tax repayment program, "I've lost 40 percent of my revenues."

But he urged the association to organize a committee to work for more services and public improvements for the retail district, and he promised his cooperation. "You were not meant to provide these services," he said.

White made a surprise appearance at the meeting with Boston Redevelopment Authority Director Robert J. Ryan, who was the featured speaker at the Parker House session. Ryan re-

ported his agency's latest findings from surveys conducted in the Downtown Crossing, which was designated as an auto-free pedestrian mall in 1978.

Among those findings:

- Within two square miles of Downtown Crossing, there are 285,000 people working, and 75,000 people live within walking distance.

- The number of people in the area during lunch hours has increased 23 percent since Downtown Crossing was established.

- Office workers account for 40 percent of the market in the retail district. Five times as many of those office workers shop downtown as in Back Bay.

- There's 3.5 times as much retail space downtown as in Back Bay, and for every dollar spent in the Back Bay, three dollars are spent downtown.

- In its first three years, more people shopped at Downtown Crossing than in Shopper's World in Framingham, Burlington Mall, and the Chestnut Hill Mall combined.

Ryan concluded that the findings indicate Downtown Crossing "is alive, viable, functioning retail center. It has that essential 'critical mass.' In other cities, that center has fallen, but here it holds and grows."



DOWNTOWN CROSSING NEWS

DOWNTOWN CROSSING ASSOCIATION NEWSLETTER

WINTER 1981

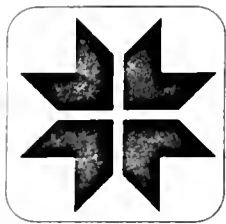
CLEAN STREETS IN DOWNTOWN CROSSING!

By the time you read this newsletter, Downtown Crossing will have clean streets! The Association recently hired a private contractor to pick up trash in the area, clean the planters, and empty the barrels on a Monday through Friday schedule. Services began on February 1 and are provided by Hunneman Property Services, a subsidiary of Hunneman Investment Management Corporation. Our special thanks to Hunneman Vice Presidents Robert Cahners and Richard Lundgren for their assistance in developing this program. We have already seen tremendous results and we thank all who donated to the Maintenance Fund.

If you haven't made a contribution and would like to be part of the effort, please send a check payable to Downtown Crossing Emergency Fund, Downtown Crossing Association, 38 Chauncy Street, Boston, MA 02111. Your support is most appreciated!

CITY-WIDE CLEAN-UP

To combat the effect of Proposition 2½ on the maintenance of our city as a whole, DCA is participating in a city-wide clean-up endeavor coordinated by the Greater Boston Chamber of Commerce. Through this recently established effort, various neighborhood and business associations will develop a solid plan for the city. The committee is looking at both short and long-range goals. We ideally hope to initiate an effective campaign leading to a cleaner Boston by Spring.



DOWNTOWN CROSSING ASSOCIATION

FACT SHEET

- WHAT:** The Downtown Crossing Association is a private, non profit organization primarily focused on the civic and economic development of the Downtown Crossing area. Its major objectives are to coordinate activities, arrange seasonal and special events, promote the Downtown Crossing and serve as a link between the public and private sectors with respect to issues such as: security, sanitation, zoning, redevelopment, traffic and sign control, licensing, street improvements and maintenance. In addition, the Downtown Crossing Association acts as a liaison to other associations to work towards common goals for the City of Boston.
- WHERE:** The Downtown Crossing Association is concerned with the geographic area bounded by Tremont Street, Court Street, South Station and West Street.
- The Association office is located at 38 Chauncy Street, Boston, MA 02111; telephone: (617)482-2139.
- WHEN:** The Association was formally established in March, 1980.
- WHY:** The purpose of the Association is to enhance business in the Downtown Crossing, and to ensure the vitality and continuing success of Boston's central business district.
- WHO:** Executive Vice President.....Bethany B. Kendall
Administrative Assistant.....Ellie Brenner



DOWNTOWN CROSSING ASSOCIATION

THE BOARD OF DIRECTORS

Officers

* DAWN-MARIE DRISCOLL, Chairman

Vice President and Counsel
Wm. Filene's Sons Company
426 Washington Street
Boston, MA 02101
Telephone: 357-2268

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Property Owner
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Telephone: 457 -6307

* PIERRE MERKL, Treasurer

General Manager
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350 Washington Street
Boston, MA 02108
Telephone: 357-5353

* LEE SLAYTON, Vice President and Secretary

Vice President
Advertising and Sales Promotion
Jordan Marsh Company
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Boston, MA 02107
Telephone: 357-3072

Vice Presidents

* RONALD M. DRUKER

President
The Druker Company/The Corner Mall
50 Federal Street
Boston, MA 02110
Telephone: 357-5700

* WILLIAM J. MAYTUM

Vice President
Provident Institution for Savings
30 Winter Street
Boston, MA 02108
Telephone: 423-9600

* ROY ROSSETTI

President
The Marliave Restaurant
10 Bosworth Street
Boston, MA 02108
Telephone: 423-6340

* Executive Committee



DOWNTOWN CROSSING ASSOCIATION

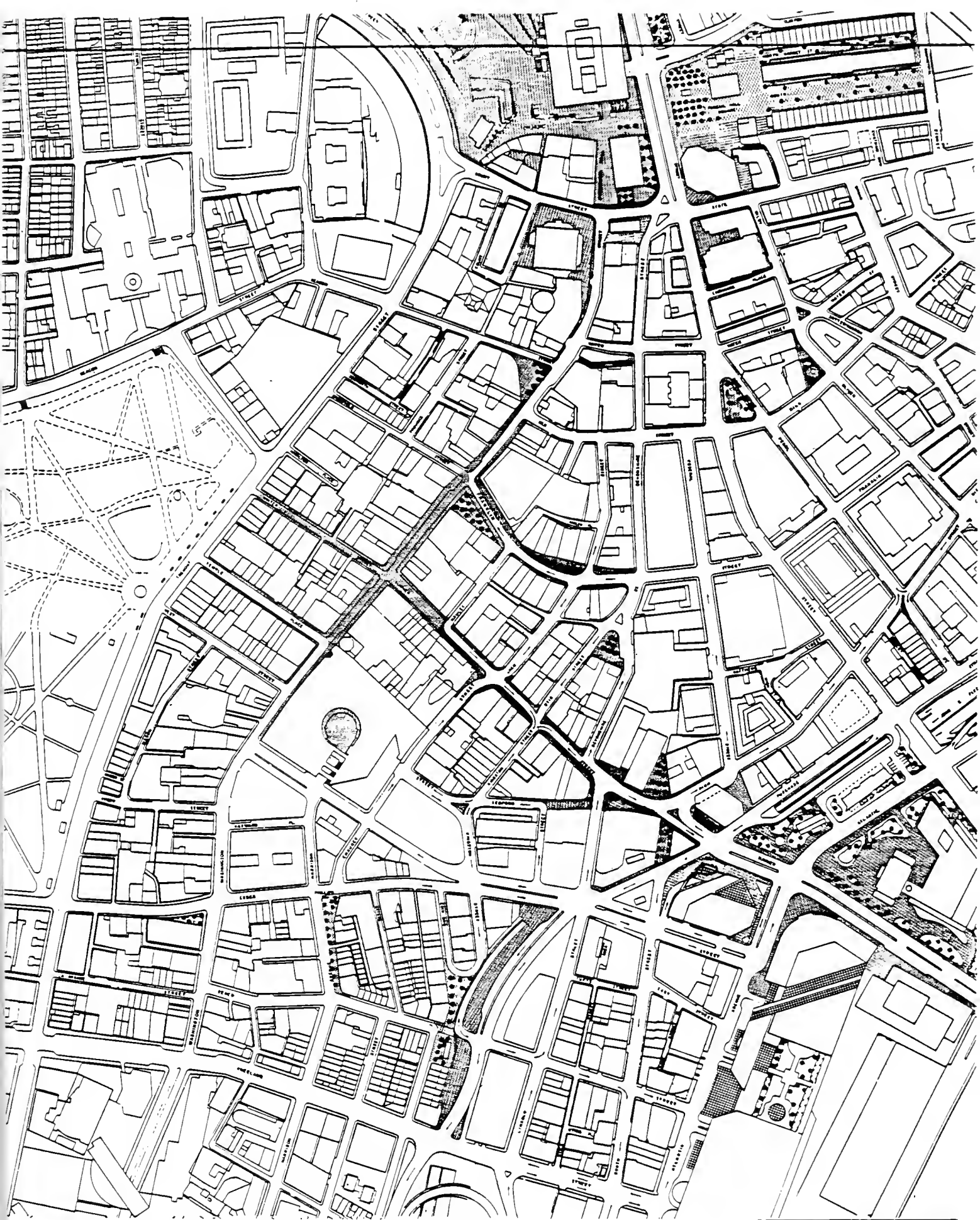
MEMBERSHIP

The Downtown Crossing Association (DCA) concentrates its efforts on coordinating activities, arranging seasonal and special events, and promoting the Downtown Crossing as a unique part of the city for shopping, dining and outdoor entertainment. In addition, the DCA serves as a link between the public and private sectors, representing the views of its members with respect to issues such as security, zoning, sanitation, redevelopment, traffic and sign control, licensing, street improvements and maintenance. The Association also acts as a liaison to other neighborhood business organizations to work towards common goals for the City of Boston.

Membership is open to anyone who has an interest in the Downtown Crossing area. Annual dues cover all expenses and activities of the DCA including Christmas promotions. Dues categories vary according to a number of factors such as type of business, size, etc., but each member has one vote regardless of the amount of its annual dues.

All members will receive quarterly newsletters and special events calendars as well as bulletins to keep informed of issues concerning the Downtown Crossing. The Association also provides to its membership, market research data, such as demographic profiles to help in planning business strategies. Finally, the DCA serves as a central clearinghouse for information and referral.

Whether large or small, every business will benefit by membership in the Downtown Crossing Association. All members share an equal voice, and with a collective voice the DCA is a dynamic agent in bringing further improvements to the area and maintaining a high quality environment - the key to a vital and successful downtown!



**PLANNED IMPROVEMENTS
DOWNTOWN CROSSING**

Scheme "B"
High Street Northbound

BOSTON REDEVELOPMENT AUTHORITY



BOSTON PUBLIC LIBRARY



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